

What is to be done?

Retooling Transitional Housing



King County Family Homeless Initiative
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Katharine Gale Consulting
Berkeley, CA
(510) 710-9176, kgaleconsulting@sbcglobal.net

Presentation Outline

- Why should we be retooling?
- What's the evidence?
- What are the options?
- How do we make a plan?
- How will we know if it worked?

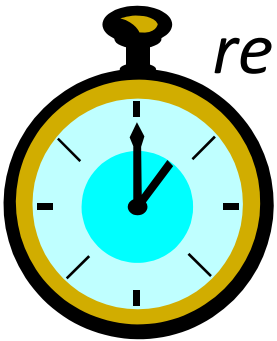
Why retooling?

1) HEARTH

- Homeless *Emergency Assistance and Rapid Transition* to Housing
- From the HEARTH Preamble:

“to establish a Federal goal of ensuring that individuals and families who become homeless return to permanent housing within 30 days”

HEARTH Act Purposes – Sec. 1002(b)



HEARTH Act Selection Criteria

The number of people who become homeless

The length of time people spend being homeless

Returns to homelessness

Jobs and income

Thoroughness in reaching homeless population

Other accomplishments on reducing homelessness

Reduce Overall Homelessness

Why retooling?

2) Opening Doors Federal Plan

“Transform homeless services into crisis response systems that prevent homelessness and rapidly return people who experience homelessness to stable housing.”

-- Opening Doors Federal Strategic Plan to End Homelessness, p. 7

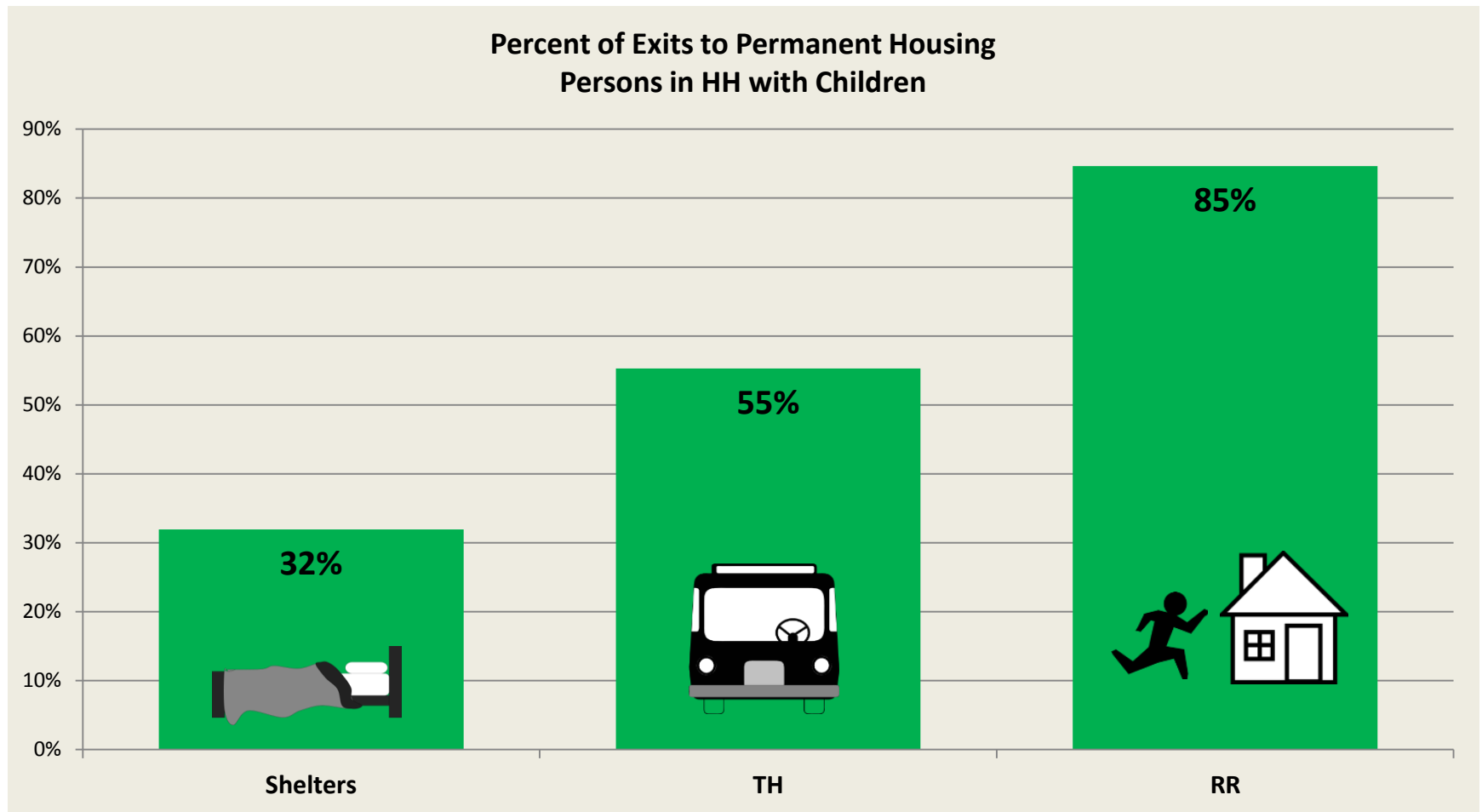
Mismatch of service and need

- Culhane study suggests that families that have the greatest barriers are not those receiving the most service under our family model
- Massachusetts data confirms this: found longest-staying 20% used 50% of resources but had overall lower needs
- Higher need families staying shorter – often asked to leave programs

Lengths of homelessness and outcomes

- Transitional housing stays range from community to community; typically 4 months to 2 years
- In many communities, people enter transitional housing from other programs (especially shelter) *adding to the lengths of homelessness*
- About one-third of transitional housing participants leave for something other than permanent housing.

Average Rate of Exits to Permanent Housing - Families



Source: Data from 14 Continuums in seven states that prepared Evaluators for NAEH Performance Improvement Clinics in 2011-2012

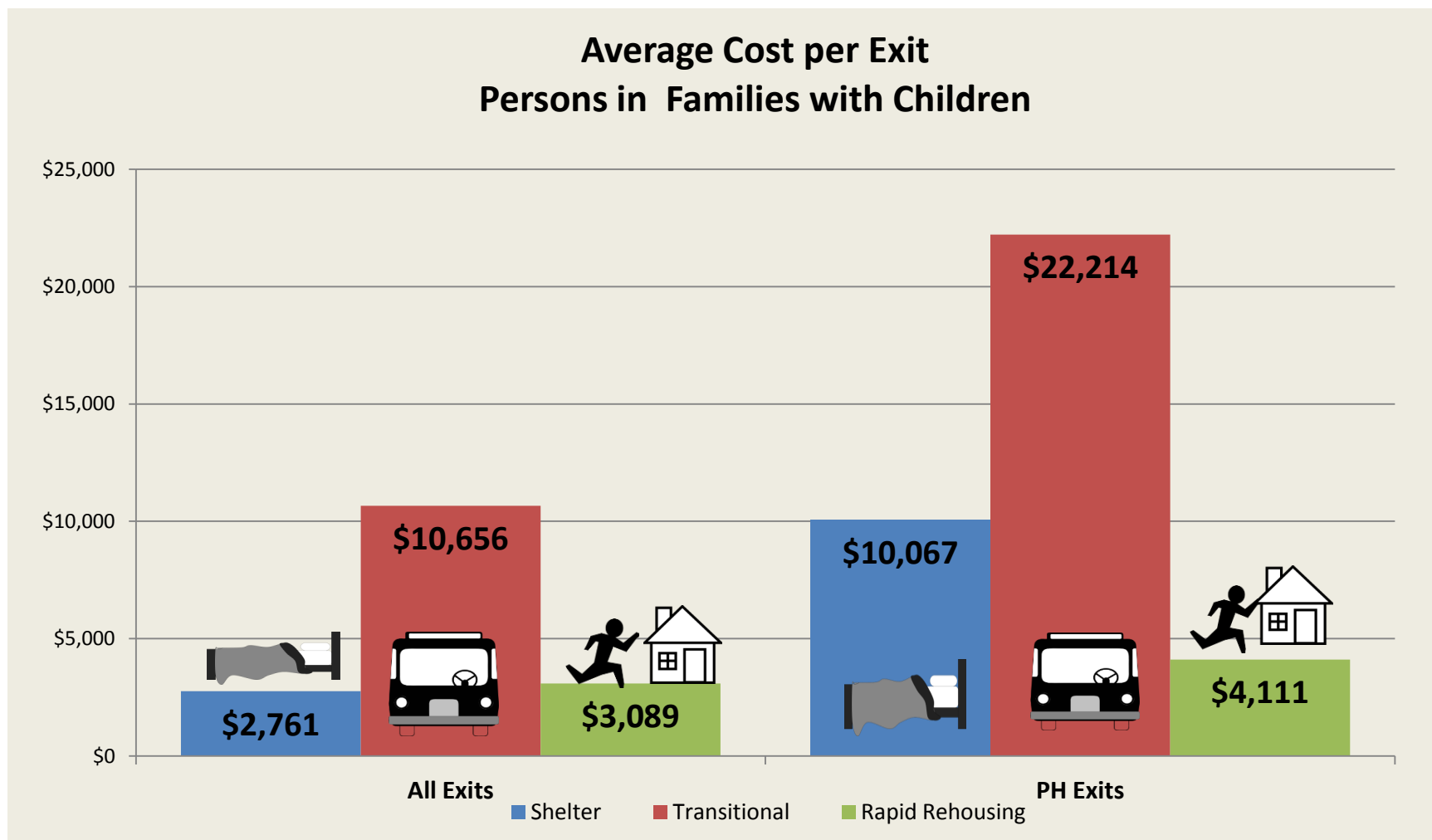
Cost

In a recent multi-site study of first time homelessness:

- 24% to 42% of first-time homeless families used transitional housing (some along with shelter) for an average of 8 - 18 months.
 - For these families average homeless system costs = \$15,500 to \$38,742
 - People who leave transitional housing for permanent housing typically don't have much higher incomes than when they entered transitional housing
- 47% to 82% of system costs are associated with families who had long stays in transitional housing

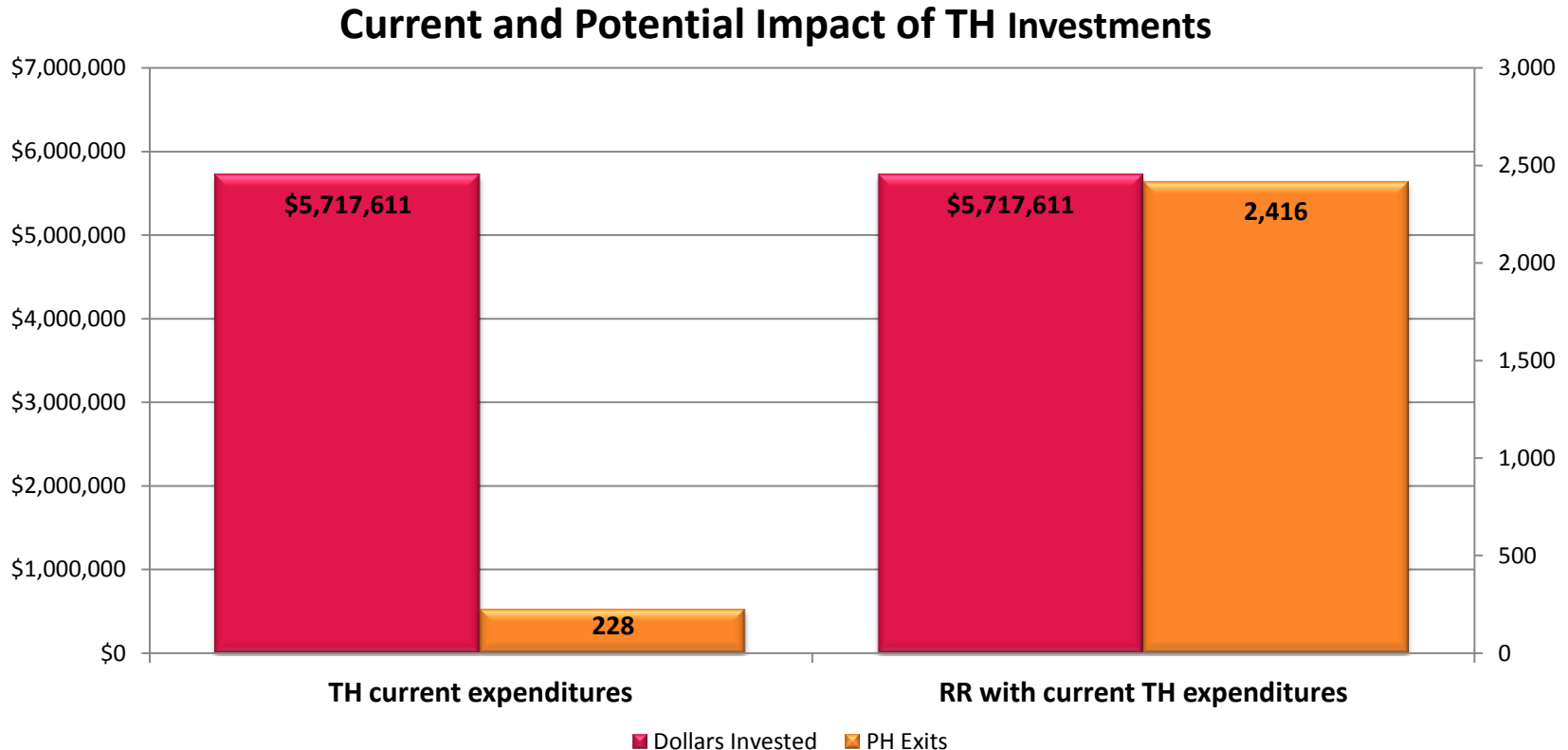
Spellman, B., Khadduri, J., Leopold, J., & Abt Associates Inc. (2010, March). *Costs Associated with First-Time Homelessness for Families and Individuals*. Washington, DC: U.S. Department of Housing and Urban Development. Sites included in this study did NOT include the State of Washington

Average Cost Per Exit and Per PH Exit



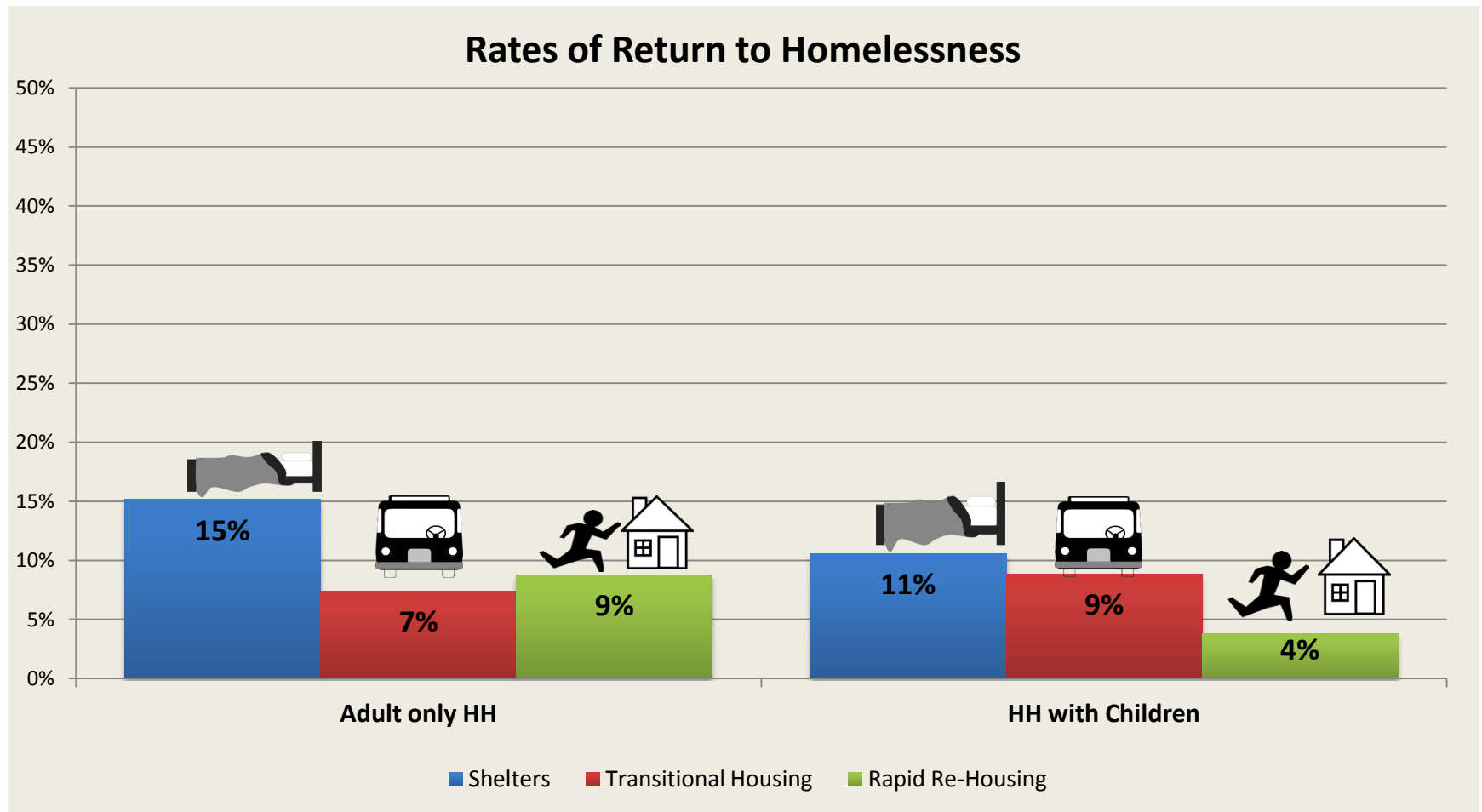
Source: Data from 14 Continuums in seven states that prepared Homeless System Evaluators for NAEH Performance Improvement Clinics in 2011-2012

Reinvesting our dollars will buy more exits



Source: California community with average TH costs of \$25,000 and average RRH cost of \$2,500 per family

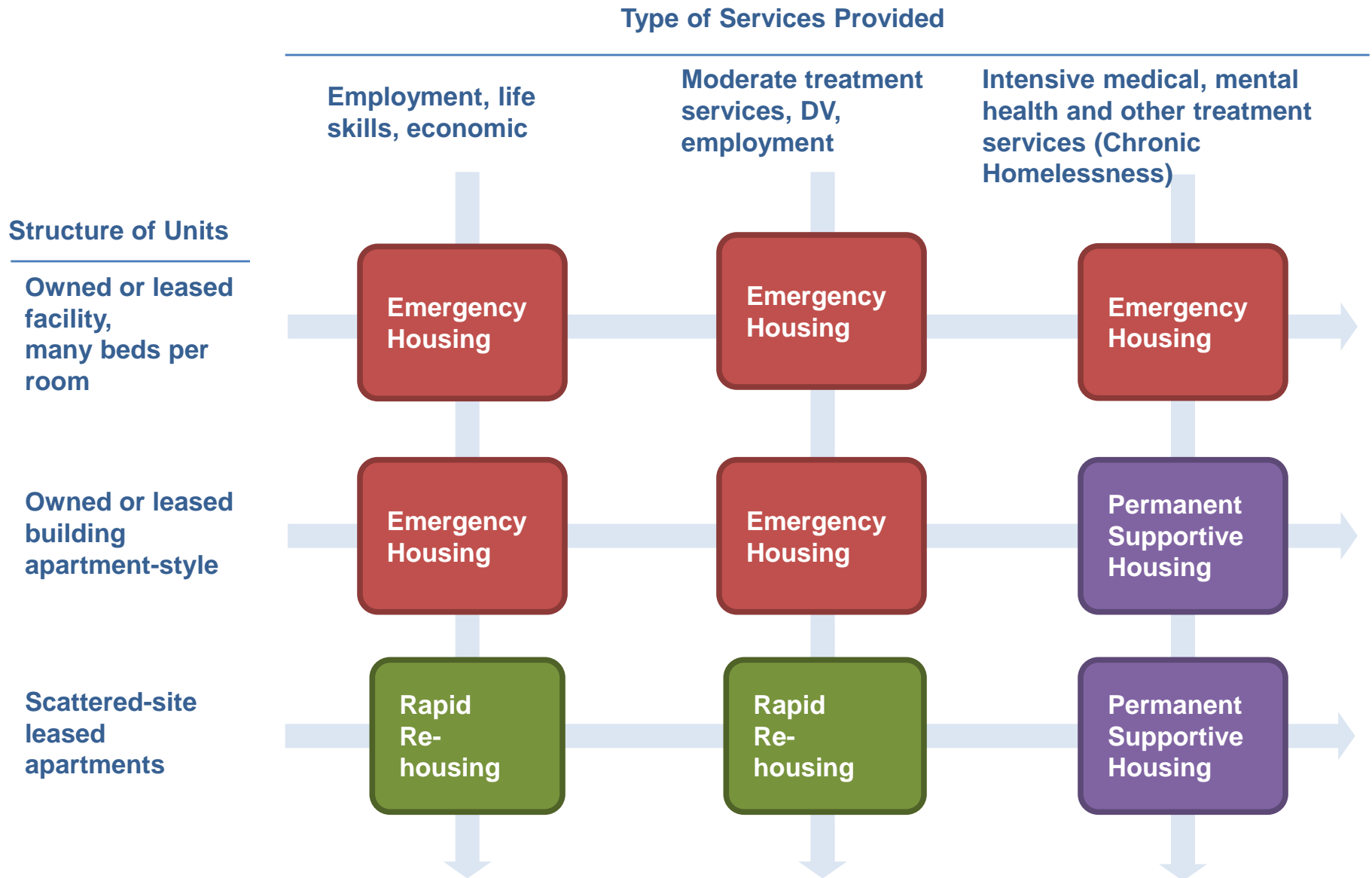
Rates of Return within 12 months after gaining permanent housing



Source: Data averaged from seven Continuums in four states that prepared Homeless System Evaluators for NAEH Performance Improvement Clinics in 2011-2012

What Should Transitional Housing Become?

What Can we do with Transitional Housing?

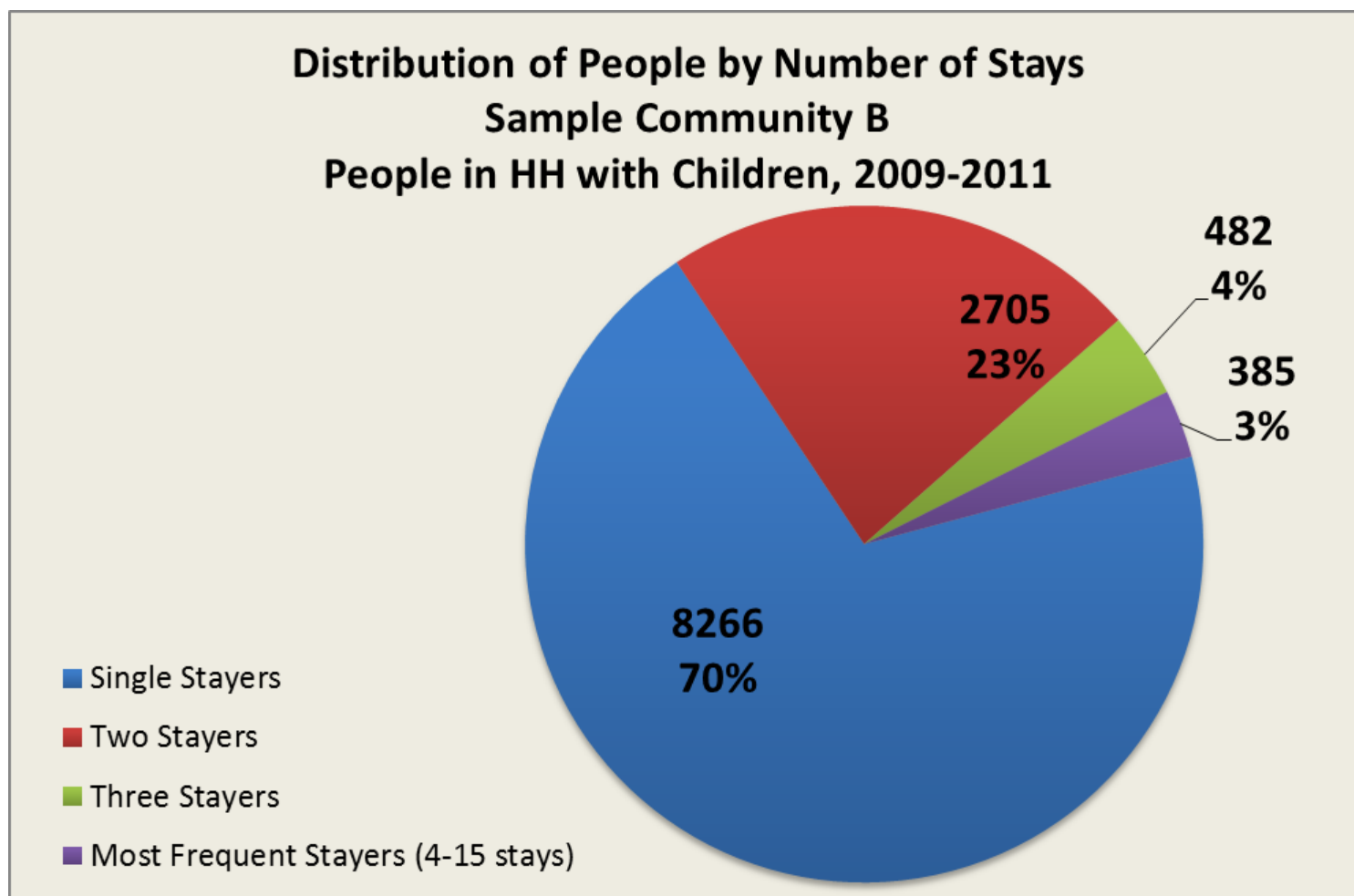


Consider the need

- Number of high need families (how defined – by level of disability? By system usage?)
- Number of unsheltered families
- Number of families turned away
- Number of unsheltered *singles*??



Single vs. Multiple Program users

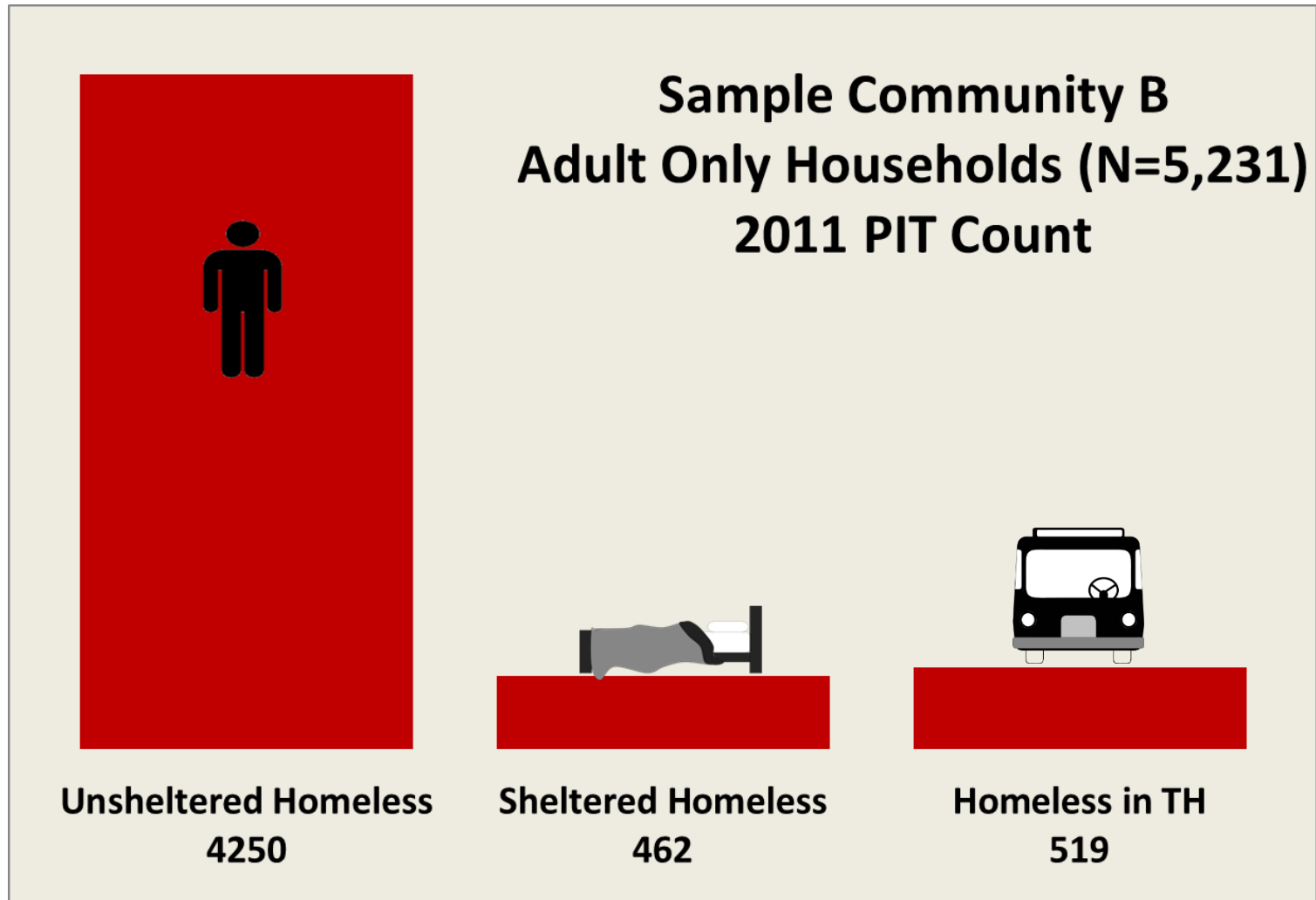


Where's the greatest need?

Sample Community B People in HH with Children (N=1,708) 2011



Where's the greatest need?



Consider the components

The Building(s)



The Budget



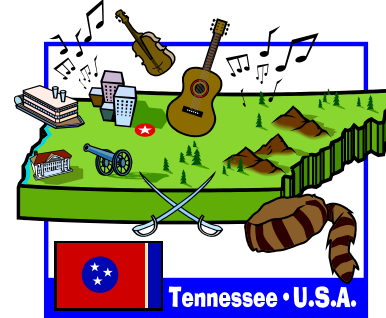
The Staff



The Clients



The Memphis Decision



- 81 units family TH becoming permanent housing with Project-based Section 8 from PHA
- 25 of the units will be PSH, pay for the services from a small TH grant (was 7 units)
- Taking the \$850,000 SHP + match that operated the 81 TH units and using that for rapid rehousing = 400 families *every year*
- 25 PSH units + 56 permanent affordable units + 400 rapid rehousing slots *every year* – 88 transitional housing slots



The Oakland Process

- 53 unit SRO used as transitional housing for families. Annual SHP grant > \$1M.
- Possible options:
 - Interim housing (shorter stays) for families plus rapid rehousing support from same grant
 - Permanent supportive housing for singles with new resources; spin off most of SHP grant for rapid rehousing for families
- Process to determine next steps includes City, PHA, Public Health, Behavioral Health and providers

Conversion Considerations:

- Facility(ies) –what is their layout? quality? What are they most suited for?
- Funding – will the current resources still be available if the program changes? Are there replacement sources?
- What about cash?? (Should you sell?)

**(Also consider regular permanent affordable housing- especially if some service funds could go to rapid rehousing...)*

Conversion Considerations: Program and Culture

- For shorter/more rapid programs:
 - focus on housing barriers and a housing orientation; other issues secondary (if at all...)
 - Relationships with landlords; ability to provide subsidy and housing related -support
 - Getting clients linked to services in the community
 - Becoming mobile to serve clients in the community after they leave (if necessary);

Culture change: From “Come in and get comfortable...” to
“How are we going to get you out of here?!”

Core: A change in culture

- Idea of doing the least for each household rather than the most
- Believing people can make it without us
- Staff get reward from seeing people leave and helping more people
- *The pace is fast*



Conversion Considerations: Program and Culture

- For permanent supportive housing:
 - How different will the population be? What kind of service/staff changes needed?
 - Experience with housing functions: rent, leases, tenant's rights, evictions
 - Legal and financial changes

Culture change: *from “you get to stay here if you do X, Y and Z...” to “You live here. How can I help?”*

It Takes Time

You need a plan.

- Understand best practices; Establish outcomes
- Develop program design with staff, consumer, stakeholder input
- Board and donor education and buy-in
- Staff training/hiring
- Transition phase (especially to PSH)



We don't know yet how HEARTH will facilitate conversion; under current SHP rules conversion to PSH can take 1-2 years.

How will we know if it's worked?

- Are lengths of stay for families shorter?
- Are housing outcomes the same or better?
- Are we serving more families in need?
- Do families we help become homeless again at same or lower rate?

(all measured under HEARTH!)

- Are clients (our customers) satisfied with the change?

